



OXLEY HOLDINGS LIMITED



SUSTAINABILITY REPORT 2021

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CHAIRMAN'S MESSAGE



Dear Stakeholders,

I am pleased to present the Sustainability Report of Oxley Holdings Limited (the "Company", and together with its subsidiaries, "Oxley" or the "Group") for the financial year ended 30 June 2021 ("FY2021"), which provides information on the economic, environmental, social, and governance ("EESG") aspects of sustainability practices in our 2 major operating segments, namely property development and hospitality.

In May 2021, due to the challenges posed by the COVID-19 pandemic that caused delays to construction activities, project completions and collection of project proceeds, the board of directors of the Group's wholly owned subsidiary in Australia, Pindan Group Pty Ltd (together with its subsidiaries, the "Pindan Group") decided to appoint voluntary administrators for Pindan Group. The appointment of voluntary administrators has led to the Group's loss of control over Pindan Group, and therefore the construction operating segment will not be covered in this report.

FY2021 has been a challenging year for the Group due to various disruptions caused by COVID-19. On-going property development projects were affected to varying degrees by lockdowns, movement restrictions and man-power and resource shortages. Our hotel business continues to be negatively impacted by the severe downturn in the travel and tourism sector. Nonetheless, the Group remains committed to integrating sustainability practices into our business operations.

The Group places strong emphasis on environmental sustainability considerations in the design and construction of our residential, commercial and hotel properties and we aim to achieve green building certifications for our buildings. The Group continually strives to optimize energy and water usage levels in our hotel operations. In addition, we have also implemented various green practices such as to reduce and eliminate the usage of disposable plastics comprising straws and bottles and replace them with more eco-friendly alternatives. We have also embarked on "**Mercure Discover Local Campaign**" this year in a bid to source fresh ingredients from local farms and reduce our carbon footprint in food sourcing, to the extent possible.

Health and safety are important to us. Our commitment to workplace health and safety is reflected in the selection of contractors and suppliers who are competent and committed to managing environmental, health and safety risks and our strong advocacy among contractors and suppliers on the importance of maintaining safe work practices.

Our hotels have continued to support the Singapore government's COVID-19 measures and served as accommodation facilities for people served with Stay Home Notices or Quarantine Orders during FY2021. Whilst providing the facilities, the hotels have also implemented strict measures to protect the health and safety of the employees working at the hotels.

This year, we have expanded disclosure of the ESG targets to include our property development businesses overseas. We will endeavour to integrate sustainability practices into our business operations as we continue to expand our footprint overseas.

At Oxley, we believe that a diverse workforce brings different skillsets and experience to the Group. As such, we hire employees of different ages (including post-retirement), genders and nationalities to diversify our workforce. We value the contributions of all our staff and remunerate them fairly.

On behalf of the board of directors (the "Board"), I would like to express my gratitude to our clients, business partners and shareholders for their unwavering support over the years. We look forward to your continuing support as we strive to develop a more sustainable environment for all.

CHING CHIAT KWONG

*Executive Chairman and
Chief Executive Officer
Oxley Holdings Limited*

CORPORATE PROFILE

Oxley is an international property group established in 2010 and headquartered in Singapore. Oxley specialises in the development of quality residential, commercial, industrial and hospitality projects. These developments are typically located in choice areas that are easily accessible. Most of its projects incorporate retail elements, as well as lifestyle features and facilities.

Oxley is listed on the Main Board of the SGX-ST (SGX: 5UX) and has a market capitalisation of approximately \$0.9 billion as at 16 September 2021. Since its incorporation, Oxley has launched a portfolio of 48 projects, of which 36 projects have been completed.

Oxley has a strong reputation in market foresight, execution, marketing and sales, which is evident in its project track record in Singapore in the past years. The Group has launched and sold more than 3,600 residential and commercial units in Singapore since April 2018. Four out of the Group's ten residential development projects in Singapore, namely The Addition, Sea Pavilion Residences, Sixteen35 Residences and The Verandah Residences, have obtained Temporary Occupation Permits ("TOP"). The remaining projects are expected to obtain TOP progressively in 2022 and 2023.

For the hospitality segment, the Group owns the 254-room Novotel Singapore on Stevens and 518-room Mercure Singapore on Stevens which are located in a lush urban paradise just

minutes away from the iconic Orchard Road shopping belt and Botanic Gardens, a UNESCO World Heritage Site.

Building on this strong foundation, Oxley has also been successful in expanding its footprint overseas. Currently, the Group has a business presence across various geographical markets including Singapore, the United Kingdom (the "UK"), Ireland, Cyprus, Cambodia, Malaysia, the People's Republic of China ("PRC") and Vietnam.

Our flagship project in the UK, a waterfront township development in London, Royal Wharf, has been fully completed and is close to 100% sold. Dublin Landings, one of the largest mixed-use developments in the business district of Dublin, Ireland achieved practical completion for its three remaining residential blocks in June 2021 and is in the final stages of completing the sale transaction of its remaining residential block. The Group's mega mixed-use development in Phnom Penh, The Peak, is 87% sold as at 16 September 2021. Construction for its retail,

residential and office components have been completed, whilst the hotel component is expected to be completed in 2022.

The Group's upcoming projects include i) Connolly Station, a mixed-use development in Ireland comprising 180 residential type units, 6 office blocks and a hotel with 236 rooms (subject to finalisation of planning permission), ii) Deanston Wharf, a mixed-use development in London which will deliver 769 new homes, 1,125 sqm of commercial floorspace and a 170-metre-long expansion to the adjoining Lyle Park, iii) Mozac, a 270-unit residential development in Vietnam and iv) Trinity Wellness, a 1,200-unit residential development in Malaysia.

As at 30 June 2021, Oxley holds an approximately 9.4% stake in Aspen (Group) Holdings Limited ("AGH"), a Malaysian-based property group listed in Singapore and a 40% equity interest in Aspen Vision Homes Sdn. Bhd., a subsidiary of AGH, which is slated to develop a mixed-use project in Penang.

Contact Us

We welcome feedback from stakeholders to help us improve the Group's sustainability policies, processes and performance. If you have any enquiries, feedback or suggestions, please contact us at:

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Oxley Tower, Singapore 068906
Tel: +65 6438 0202
Fax: +65 6438 2020
Email: info@oxley.com.sg

SUSTAINABILITY TARGETS

The table below summarises our sustainability performance in FY2021 and targets for FY2022:

Environmental Performance in FY2021		
Segment	FY2021 Target	Performance Update
Property Development	Zero incident of environmental non-compliance at project site	Three stop-work orders (“SWO”) ¹ received from National Environment Agency in Singapore for vector breeding. Rectification work was done immediately.
	Optimise energy and water usage at project sites	To optimize energy and water usage, water efficient fittings and fixtures, energy efficient fixtures such as Light-emitting Diode (“LED”) lights are installed in our projects. Please refer to ‘Featured Property Development Projects’ for details.
Hotel	Zero incident of environmental non-compliance	No incident of non-compliance with environmental laws
	Optimise energy usage at the hotels	Energy consumption has decreased by 32% for Novotel and 21% for Mercure in FY2021 compared with previous year
Environmental Targets for FY2022		
Segment	FY2022 Target	
Property Development	Achieve green building certification standards for all projects	
	<ul style="list-style-type: none"> • BCA Green Mark in Singapore and Malaysia • BREEAM ‘Very Good’ in the United Kingdom • LEED Gold in Ireland 	
	Screen all appointed main contractors to ensure full compliance with local environmental laws and regulations	
Hotel	Maintain/improve on environmental non-compliance performance at project sites in Singapore i.e. achieve three or less incidents.	
	Zero incident of major environmental non-compliance at project sites in UK, Ireland and Malaysia	
	Continue to optimise energy and usage at the hotels. We believe the FY2021 performance is not representative of a normal operating year as business activities have been reduced due to COVID-19. As such, no specific like-for-like targets have been set for FY2022. Organise two activities each year to raise awareness among stakeholders Zero incident of environmental non-compliance at hotels	
Social Performance in FY2021		
Segment	FY2021 Target	Performance Update
Property Development	Zero occupational health and safety incident at project sites	One fatal incident involving contractor staff at project site ²
	Zero breach of employment laws at project site	No major non-compliance with employment laws
	Zero incident of non-compliance concerning market communications of properties	No major non-compliance with marketing-related laws
Hotel	Zero guest health and safety incident	No major incident involving guest health and safety
	Zero occupational health and safety incident	No major occupational health and safety incident
	Zero breach of Personal Data Protection Act (“PDPA”)	No major non-compliance with PDPA
Social Targets for FY2022		
Segment	FY2022 Target	
Group level	Maintain age and gender diversity ratios	
	80% of employees return to work post parental leave	
Property Development	Zero breach of labour laws	
Hotel	Zero fatal occupational health and safety incident at project sites during construction	
	Zero incident of non-compliance concerning market communications of properties	
	Zero guest health and safety incident	
	Zero major occupational health and safety incident at the hotels	
	Zero breach of Personal Data Protection Act (“PDPA”)	

¹ Relates to 1 SWO each at 3 different project sites

² Based on preliminary investigations, the incident is not due to contractor negligence and there was no SWO issued to the project site

AWARDS AND ACCOLADES

BCI ASIA AWARDS 2020-2021



ASIA PROPERTY AWARDS



EDGEPROP SINGAPORE EXCELLENCE AWARDS 2019

TOP DEVELOPER AWARD
Oxley Holdings Limited

DESIGN EXCELLENCE AWARD (Developer & Architect)

1953
Oxley Holdings Limited,
Park + Associates Pte Ltd (Architect)

Riverfront Residences
Oxley Holdings Limited, KSH Holdings Ltd, SLB Development Ltd and Apricot Capital, ADDP Architects LLP (Architect)

INNOVATION EXCELLENCE AWARD

1953
Oxley Holdings Limited

Riverfront Residences
Oxley Holdings Limited
KSH Holdings Ltd
SLB Development Ltd
Apricot Capital

LANDSCAPE EXCELLENCE AWARD (Developer & Architect)

Affinity at Serangoon
Oxley Holdings Limited,
SLB Development Ltd, Unique Invesco Pte Ltd and Apricot Capital, Ecoplan Asia Pte Ltd (Architect)

MARKETING EXCELLENCE AWARD

The Verandah Residences
Oxley Holdings Limited

TOP SHOWFLAT EXCELLENCE AWARD (designer & Interior Designer)

1953
Oxley Holdings Limited,
SuMisura - Numero Uno Creative Group Pte Ltd (Interior Designer)

TOP BOUTIQUE DEVELOPMENT AWARD

1953
Oxley Holdings Limited

TOP DEVELOPMENT AWARD

1953
Oxley Holdings Limited

Mayfair Gardens
Oxley Holdings Limited

Riverfront Residences
Oxley Holdings Limited, KSH Holdings Ltd, SLB Development Ltd and Apricot Capital



ETHICS



Ethics and Compliance

Oxley adheres to the highest standards of ethics and integrity and complies with applicable regulations and professional codes of conduct.

Whistle-blowing Policy

The Audit Committee (“AC”) reviews the whistle-blowing policy and procedures, which provides staff with well-defined and accessible channels within the Group for reporting possible improprieties in matters of financial reporting or other matters in confidence. The policy also ensures that there is independent investigation of such matters and appropriate follow-up action.

There were no whistle-blowing reports received in FY2021.

Anti-corruption

Oxley takes a strong stance against any form of corruption in the Group. All employees are educated on the Group’s zero tolerance for corruption. In the event that there is corruption, we will conduct independent investigations promptly, and implement measures to prevent recurrence.

There was no reported incident of corruption in FY2021.

GOVERNANCE AND STATEMENT OF THE BOARD

Oxley's Board and senior management consider sustainability issues as part of the strategy formulation of the Group. A Sustainability Task Force comprising key management personnel has been in place to oversee the sustainability performance.

The Board approves the material EESG issues identified by materiality assessment, and ensures that the factors identified are managed and monitored.

Please refer to the Corporate Governance Report in our Annual Report 2021 for more information on corporate governance practices, precautionary measures and risk management structure.

Board of Directors



Sustainability Task Force



Work Teams



Finance



Marketing



Project



Human Resource

STAKEHOLDER ENGAGEMENT

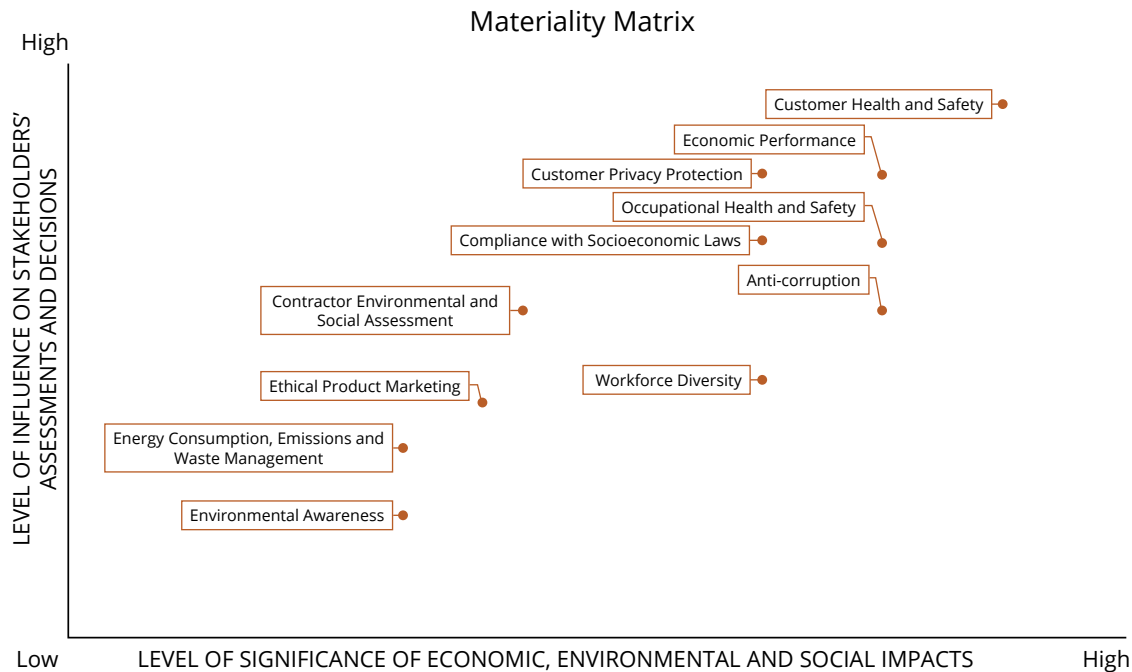
The Group understands that stakeholder engagement is key to sustainable growth. As such, we have implemented various channels to conduct meaningful dialogues with our stakeholders and keep them updated on material issues. We determine the topics based on their materiality to stakeholders. Our key stakeholders are people who have material impact on or are materially impacted by our operations.

The following table summarises our key stakeholders, their key concerns and the various platforms we engage with them:

Stakeholders	Issues of concern	Read more in the following sections	Engagement platforms	Frequency of engagement
Property buyers	<ul style="list-style-type: none"> Quality of housing 	<ul style="list-style-type: none"> Sustainable Buildings 	<ul style="list-style-type: none"> Annual reports Show flat brochures 	<ul style="list-style-type: none"> Annual On a project basis
Hotel guests	<ul style="list-style-type: none"> Safety and security of guests Data privacy 	<ul style="list-style-type: none"> Hotel Guest Health and Safety Protecting Customer Privacy Protection 	<ul style="list-style-type: none"> Online survey forms to gather feedback from hotel guests Online booking platforms 	<ul style="list-style-type: none"> Regular Regular
Employees	<ul style="list-style-type: none"> Remuneration and benefits Occupational health and safety 	<ul style="list-style-type: none"> Employee Remuneration and Benefits Occupational Health and Safety 	<ul style="list-style-type: none"> Performance appraisal system Staff training 	<ul style="list-style-type: none"> Annual Regular
Contractors and suppliers	<ul style="list-style-type: none"> Health and safety Environmental compliance 	<ul style="list-style-type: none"> Contractor Environmental & Social Assessment 	<ul style="list-style-type: none"> Assessment of contractors and suppliers on occurrence of accidents 	<ul style="list-style-type: none"> As and when required
Government and regulators	<ul style="list-style-type: none"> Environmental compliance and government agencies Regulatory and industrial requirements required by government 	<ul style="list-style-type: none"> Occupational Health and Safety Compliance with Socioeconomic Laws Contractor Environmental and Social Assessment 	<ul style="list-style-type: none"> SGX announcements Annual reports Ongoing dialogues 	<ul style="list-style-type: none"> Regular Annual Regular
Community	<ul style="list-style-type: none"> Environmental impact Social development 	<ul style="list-style-type: none"> Covid-19 Safety Measures Environmental Awareness 	<ul style="list-style-type: none"> Community services engagement 	<ul style="list-style-type: none"> Ad-hoc
Shareholders and investors	<ul style="list-style-type: none"> Economic performance Anti-corruption 	<ul style="list-style-type: none"> Economic Anti-corruption 	<ul style="list-style-type: none"> SGX announcements Annual reports Investor relations management 	<ul style="list-style-type: none"> Regular Annual Regular

MATERIALITY ASSESSMENT

Following last year's review, the Group has further streamlined the material topics as summarized below to enhance the structure of the report. The Group has compiled a survey in accordance with the identified material topics to collect information from relevant departments, business units and stakeholders of the Group. The materiality matrix of the Group during FY2021 is as follows:



Material Topics	Applicable Segment		
	Property Development	Hotel	Group
ECONOMIC			
Economic Performance	✓	✓	✓
ENVIRONMENTAL			
Energy Consumption, Emissions and Waste Management	✓	✓	
Contractor Environmental and Social Assessment	✓	✓	
Environmental Awareness	✓	✓	
SOCIAL			
Occupational Health and Safety	✓	✓	
Workforce Diversity		✓	✓
Customer Health and Safety	✓	✓	
Ethical Product Marketing	✓	✓	
Customer Privacy Protection	✓	✓	
Compliance with Socioeconomic Laws	✓	✓	✓
GOVERNANCE			
Anti-corruption	✓	✓	✓

REPORTING PRACTICE

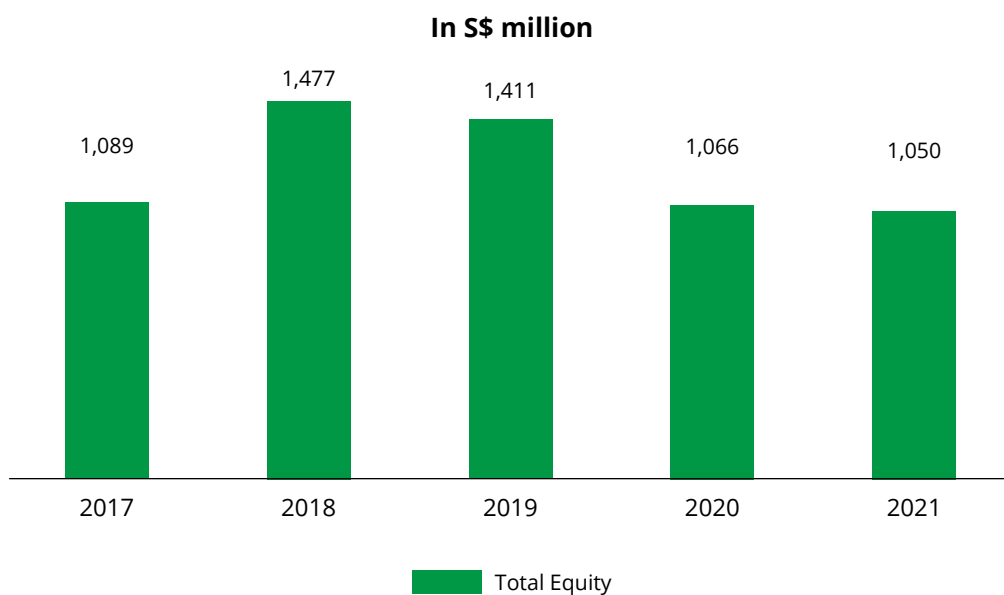
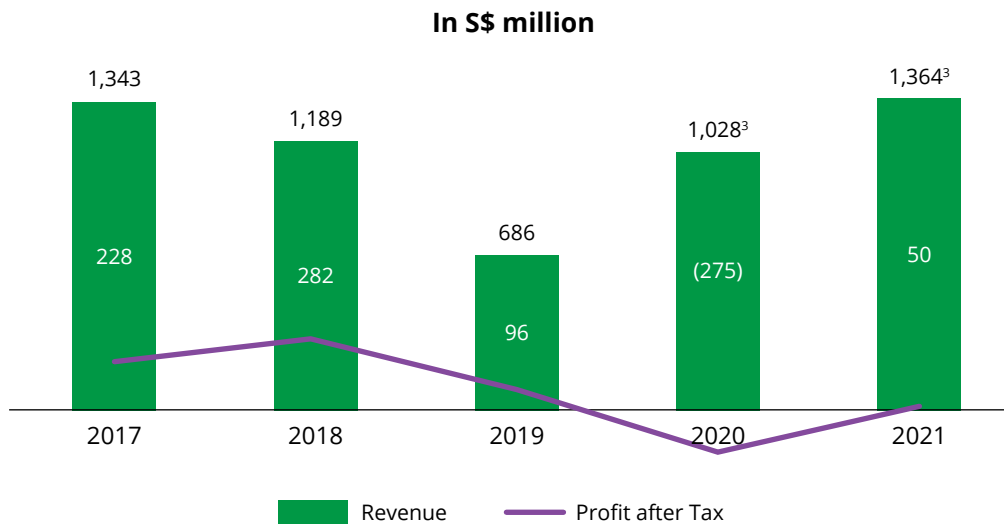
This report covers the Group's performance from 1 July 2020 to 30 June 2021. It has been prepared in accordance with the Global Reporting Initiative ("GRI") Standards: Core options, the latest set of standards issued by the GRI Global Sustainability Standards Board. The GRI Standards sets out generic sustainability factors, general principles and indicators for the Group to report on sustainability policies, practices, performance and targets that is in line with the global best practices for reporting on EESG topics.

The report is also in compliance with Practice Note 7.6 Sustainability Reporting Guide of the Listing Manual of the Singapore Exchange Securities Trading Limited ("SGX"). It incorporates the primary components of report content as set out by the SGX's "Comply or Explain" requirements on sustainability reporting under Listing Rule 711B.

This report supplements the Group's Annual Report 2021 which is available online at: <https://www.oxley.com.sg>. Detailed sections in compliance with the GRI Standards can be found on the GRI Standards Content Index page.

Relevant material topics are selected based on their impact on our internal and external stakeholders, as outlined in the above section headed "Materiality Assessment".

ECONOMIC



Oxley posted total revenue from continuing operations, of S\$1.36 billion for FY2021 representing growth of 33% compared to S\$1.03 billion for FY2020. This was mainly due to higher revenue from the projects in Cambodia, Singapore and Ireland, partially offset by lower revenue from the project in the UK. The Group achieved a net profit of S\$49.5 million for FY2021. Excluding the loss from discontinued operations of S\$40.0 million as a result of the voluntary administration of Pindan Group, the Group would have generated profit after tax of S\$89.5 million from continuing operations, a turnaround from the S\$266.8³ million net loss position in FY2020.

For a detailed breakdown of Oxley's FY2021 financial results, please refer to the financial statement in the FY2021 Annual Report.

³ This refers to contribution from continuing operations which is presented in FY2021 Annual Report.

ENVIRONMENT

Oxley is committed to be a responsible corporate citizen in the communities that we operate in, and we endeavour to deliver safe, environmentally sustainable and high-quality property developments. We strive to minimise our impact on the environment by reducing our carbon footprint, energy and water consumption in our business operations.

Energy Consumption, Emissions and Waste Management

Sustainable Buildings

At Oxley, we are committed to designing green and sustainable buildings. All our newly completed properties have received Green Mark certifications, which is a testament to our commitment to maintaining the environmental friendliness and sustainability of our buildings in terms of design, construction and operations.

We continuously work towards improving the energy and water efficiency of our properties. Apart from implementing energy-efficient features such as LED lights or photovoltaics in the common areas of our properties, we also adopt energy-efficient air-conditioning systems and motion-sensor lightings where possible, to optimise energy consumption. Our properties are also designed with water-efficient features that adhere to local regulations and requirements.

Oxley is committed to working closely with contractors and subcontractors to manage our energy efficiency and carbon footprint. They are required to comply with our environmental policies and guidelines at all geographical locations where we operate.

Featured Development Project 1: Affinity at Serangoon, Singapore



Energy Efficiency

The orientation of the buildings and units in the development are predominantly north-south facing with no direct west-facing windows. Energy efficient features such as 4-ticks energy-efficient air conditioners and energy efficient lifts with sleep mode features are installed in the buildings.

Water Conservation

The development uses Excellent or Very Good WELS ("Water Efficiency Labelling Scheme") rated water fittings to optimize water usage.

Sustainable Facilities

Sheltered bicycle lots are provided to encourage low-carbon commuting in line with Singapore's plan towards a car-lite culture. Recycling bins are placed at open areas that are convenient and accessible to the residents to encourage recycling habits.

Green Construction

The development uses Prefabricated Bathroom Units ("PBUs") which is pre-assembled off-site complete with finishes, sanitary wares, concealed pipes, ceiling and bathroom cabinets before they are delivered and installed on-site. This brings various benefits including improved productivity from man-power savings, a better construction environment due to less pollution generated on site and better control of the quality of the end product.

ENVIRONMENT

Featured Development Project 2: Sea Pavilion Residences, Singapore



The Sea Pavilion Residences involves the conservation of a beach out-house that was on the edge of what used to be the Singapore coastline. This has been refurbished to host the resident's common facilities. The construction of the new residential block applied buildable and environmental-friendly products such as aerated autoclaved concrete that are less labour intensive and utilise recycled aggregates. Apart from that, the development also uses cementitious products & carpentry laminates endorsed by the Singapore Green Building Council.

Energy Efficiency

As the site is elongated in shape, a key design consideration was to minimize any residential unit's façade exposure to the west-facing sun and this was achieved by locating the staircase and lift core on the western elevation. This helps reduce energy consumption by reducing heat load. The residential units are equipped with 4-tick energy-efficient air conditioners and energy-efficient lifts with sleep mode features. The common areas of the development are fitted with LED lights that come with timers and sensors to reduce power consumption.

Water Saving

Approximately 80% of the development uses Excellent-rated WELS and the remaining 20%, Very Good-rated WELS rating water fittings to optimize water usage. The development also incorporated water-mist fire-protection system which uses 80% less water than a standard water-sprinkler system.

Sustainable Facilities

Common recycling bins are provided for the residents of the development to encourage recycling habits.

Transportation

To maximise land usage for greeneries and for resident's communal facilities, a mechanised carpark system was applied for the development. There is a bus stop outside the development and a sheltered walkway directly linked to the lift lobby was built to encourage the use of public transportation among the residents.

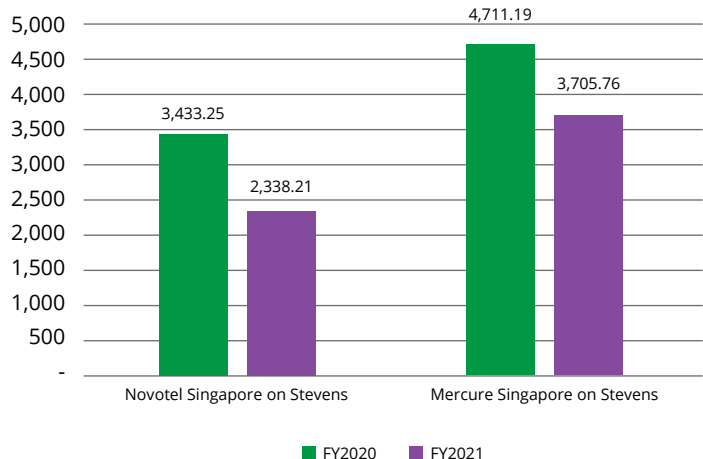
Green Environment

The development is surrounded by lush greenery. Aside from ground planting, a full-height green wall and sky garden are provided for the development.

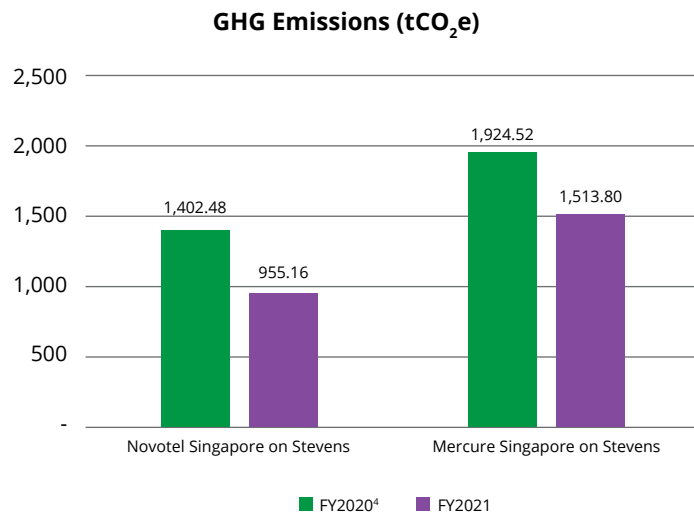
Energy Consumption and Emissions Management

Electricity is a major source of the hotels' energy consumption and greenhouse gas ("GHG") emissions. To reduce energy usage and emissions in the daily operations, 80% of the lights installed at the hotels are energy-efficient LED lights. We encourage all employees to practice environmentally friendly habits such as switching off lights and air-conditioning when not in use.

Energy Consumption (MWh)



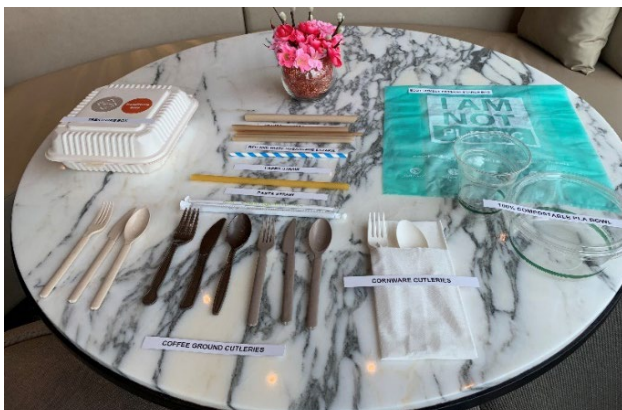
ENVIRONMENT



The hotels served as accommodation facilities for people served with Stay Home Notices or Quarantine Orders for the full FY2021 compared to four months in FY2020. There was a significant reduction in hospitality services compared to pre-COVID-19 days as some of the practices such as daily change of linen have been cancelled. Hence, the energy consumption and GHG emissions at both the hotels have further decreased compared to FY2020. Energy consumption and GHG emissions at Novotel Singapore on Stevens and Mercure Singapore on Stevens have decreased by 32% and 21% respectively in FY2021 compared to FY2020.

Reducing Plastic Pollution

We are committed to playing our part towards minimizing plastic waste. Since 2019, the hotels have signed up with the Plastic ACTION initiative by the World Wildlife Fund Singapore, which aims to eliminate plastic pollution and move towards a circular economy on plastics. All plastic straws and plastic stirrers are no longer used in the hotels and all takeaway packaging products have been replaced with biodegradable options. We have also eradicated the use of plastic bottles at events and seminars and replaced them with reusable water jugs and cups. We are progressively doing away with disposable plastic products and individually packaged materials such as plastic cotton buds and replacing them with more ecological options. The hotels also continuously work with Accor's global and regional procurement teams to identify and adopt greener solutions in the hotel operations.



Plastic alternatives researched at the hotels



Use of reusable water jugs and cups at seminar rooms

⁴ The figures of FY2020 GHG emission have been restated based on the latest Singapore's electricity grid emission factor published by Energy Market Authority.

ENVIRONMENT



The hotels have been awarded impact certificates by BioPak as a recognition for their support on the use of sustainable packaging

Sustainable Food and Beverage Culture

To reduce carbon footprint in food sourcing, we embarked on “**Mercure’s Discover Local Campaign**” and sourced fresh ingredients from local farms.

In June this year, we partnered with Kin Yan Agrotech, a local organic farm which produces and supplies wheatgrass, alo vera and mushrooms which are high in nutritional value, free from any form of artificial components such as pesticides, chemical and artificial fertilizers to bring in fresh, locally grown mushrooms. This collaboration with our passionate and talented hotel culinary team inspired new culinary creations like baked fish with braised mushroom and black fungus and mushroom-inspired cocktail drinks.

From April to December 2021, there will be a series of Discover Local Campaigns to bring in other locally farmed products such as eggs, fish and goat milk to Winestone, the modern European restaurant at Mercure hotel.



Winestone Discover Local Egg Omelette

ENVIRONMENT

The use of overfished species including sharks, rays, bluefin tunas, groupers, eels and caviar from wild sturgeons are currently banned at the hotels. Where possible, food products with third party labels (e.g. fair-trade, organic) are purchased. To manage food waste, such waste is also measured and tracked on a daily basis at the hotels.

Commonly used herbs in the hotel kitchens are grown in the herb garden so as to have greater control over the level of pesticides used and offer hotel diners healthier and better quality food ingredients.



Contractor Environmental and Social Assessment

All main contractors and subcontractors are reviewed and selected based on workplace health and safety, environmental and social criteria, while all suppliers are reviewed and selected based on their product quality and timeliness of delivery.

We assess new contractors and subcontractors based on their track records and worksite health and safety practices during the quotation and tendering process before awarding the contract. Those who do not meet our standards will be delisted from our approved list of vendors.

We will continue to screen our appointed main contractors to ensure their competence and commitment to environment, health and safety based on recognized benchmarks such as the BCA Green and Gracious Builder and Construction Quality Assessment System ("CONQUAS") scores in Singapore.

Environmental Awareness

The Group understands that climate change is one of the biggest threats our world faces today. We therefore strive to enhance awareness of environmental protection amongst our employees and stakeholders through participation in environment-related events.

To demonstrate our commitment towards climate action, the hotels participated in the annual Earth Hour which was held on 27 March this year to switch off or dim the lights in guest rooms, restaurants and common areas. In July 2021, the hotels also participated in the Singapore Green Plan Climate Action Week 2021 during which a line-up of activities was held to rally citizens and communities to take collective climate action and secure a sustainable future for Singapore.

During FY2021, the Group had no incidence of non-compliance with environmental laws and regulations.

SOCIAL

The safety and well-being of our staff, customers, hotel guests, partners and contractors remain of utmost importance to us.

In addition to incorporating environmentally sustainable features in our developments, our priority is to ensure safety standards are maintained at project sites during the construction phase and we deliver safe and quality buildings to our customers.

Oxley also actively manages the hotel operator to ensure strict compliance with local environmental and social laws and regulations. Our aim is to provide a positive hospitality experience while running a sustainable operation. The health and safety of our guests and employees are ensured through the implementation of sound food and physical safety practices.

Occupational Health and Safety (“OHS”)

Construction Safety Management

The Group ensures all contractors and subcontractors are notified of their worksite health and safety responsibilities during the vendor selection process, and are able to meet the standards that qualify for International Organisation for Standardisation (“ISO”) certifications.

We also appoint Design for Safety (“DfS”) professionals to identify, design and implement measures to eliminate and mitigate foreseeable risks to health and safety during and beyond the construction stage i.e. subsequent use and maintenance of the buildings.

In FY2021, there was one contractor staff work-related fatality⁵ and one incident of safety lapse at one of our project sites. Necessary follow up actions to rectify safety-related non-compliances on the site have been taken. We will continue to monitor the OHS performance of our main contractors and reinforce safety standards.

Occupational Health and Safety

The Group is aware that staff health and safety is an important consideration in running a hotel business. During the initial selection of the hotel operator, we assessed the safety practices and procedures adopted in maintaining employee health and safety. We also assess the hotel operator annually to ensure that there is no breach of employee health and safety regulations and protocols. The hotel operator has to train the employees regularly to adhere to safety policies. We periodically review safety risks and implement safety measures to mitigate these risks.

In FY2021, there was no major breach of regulations on occupational health and safety at our hotels.

⁵ Based on preliminary investigations, the incident is not due to contractor negligence and there was no SWO issued to the project site.

SOCIAL

Customer Health and Safety

Occupant Safety

The Group's property development projects comply with local design and construction requirements and guidelines.

To comply with BCA Code on Accessibility in the Built Environment, we have implemented barrier-free access in our properties to ensure our buildings are accessible and user-friendly to persons with disabilities and families with young children.

To ensure fire safety, we have implemented Home Fire Alarm Device ("HFAD") which sounds an early warning to alert the occupants of an impending fire.

We comply with CONQUAS, an assessment system developed by BCA, for the construction of our properties. This assessment evaluates the quality of building projects and considers aspects such as safety, comfort and aesthetic defects.

COVID-19 Safety Measures

Since the onset of COVID-19, the Group has adapted to providing virtual show flat tours for prospective property buyers. Further steps have been taken to allow keen buyers to purchase an apartment and complete the entire paperwork process remotely through electronic payment platforms and electronic signing of documents at the point of sales. This has helped to minimize physical interaction, enabling us to protect the health of our employees and customers whilst at the same time, minimizing disruption to business operations.

Since the outbreak of COVID-19, the hotels have served as accommodation facilities for people served with Stay Home Notices or Quarantine Orders. The hotels are aware of the potential impact of health and safety on our guests and employees. Apart from more regular cleaning and disinfection of high-touch common areas, precautionary measures such as temperature screening before entering the hotels and movement monitoring through safe entry check-in applications are implemented. The hotels strictly follow social distancing measures and review the policies regularly in order to adhere to government policies and to ensure the safety of employees.

Hotel Guest Health and Safety

The hotel operator, Accor, is a reputable international hotel management group. The hotel management team takes the safety and security of the hotel guests seriously and regularly reviews the safety measures. Proper safety measures such as implementing fire safety measures and conducting routine fire drills at the hotel premises are put in place. Security cameras are installed at the hotel premises and only hotel guests are able to gain access to their hotel rooms with their room cards.






The hotel operator is required to comply with laws administered by the National Environment Agency ("NEA") and other local health and safety regulations. During FY2021, there was no major incidence of non-compliance with guest health and safety regulations.

SOCIAL

Ethical Product Marketing

At Oxley, we strictly comply with Controller of Housing (“COH”) guidelines which require show units to be accurately depicted. We also obtain the approval of COH for our building plans before opening our show flats for viewing.

Below are the key COH guidelines that we comply with:

				
Show unit has to be built according to the approved building plan	Floor ceiling height and dimensions of the unit have to be the same as depicted	Display a list of materials, finishes, fittings and appliances which will be provided in the actual unit in the show unit	Prominently display written notice on the interior design to show the differences between the actual unit and show unit	All floor spaces to be built in accordance with the approved building plan, including balcony, air-conditioning ledge and any other spaces which form part of the show unit

By complying with COH guidelines, we provide assurance to prospective buyers that our show units accurately represent the units for sale and ensure that there is no marketing misrepresentation.

In FY2021, there was zero incidence of non-compliance concerning marketing communication of our properties.

Customer Privacy Protection

Oxley takes utmost care in protecting the privacy and data of hotel guests. The hotels are in strict compliance with the PDPA.

There was no reported breach of data privacy regulation in FY2021.

Compliance with Socioeconomic Laws

At Oxley, we endeavour to be a socially responsible corporate citizen and we strictly comply with local social laws and regulations in the countries where we operate.

Our selected hotel operator, Accor, ensures strict compliance with local and international legal frameworks, including the International Labour Organisation’s fundamental conventions and the ten principles of the United Nations Global Compact. Accor exercises due diligence when assessing their suppliers and service providers to ensure there are no incidences of child labour and forced or compulsory labour.

In FY2021, there was no incidence of non-compliance with social laws and regulations on discrimination, child labour, forced or compulsory labour and infringement of human rights.

OUR PEOPLE, OUR ASSETS

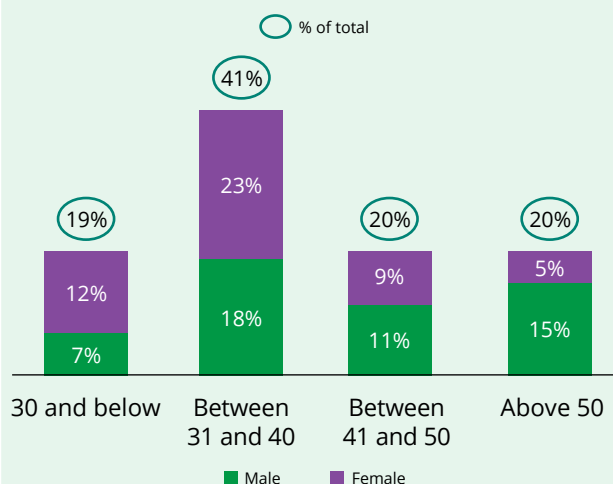
At Oxley, we endeavour to create an inclusive workplace environment, and are committed to mutual respect, fairness and equality for all our employees. We provide opportunities for continuous learning and skills improvement.

Workforce Diversity

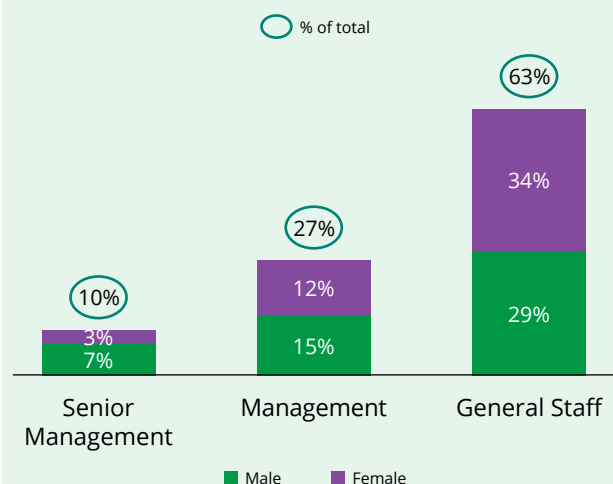
We advocate fair employment and endeavour to achieve a balanced and diversified workforce, including hiring employees above the Singapore mandated retirement age of 62 years old. As at 30 June 2021, our total staff strength was 153.



Our Current Workforce by Age and Gender



Our Current Workforce by Employee Category and Gender



Employee Remuneration and Benefits

We recognise the valuable contribution of all employees. We strongly believe in fair remuneration. All employees are assessed regularly and remunerated fairly based on their experience, qualifications and performance.



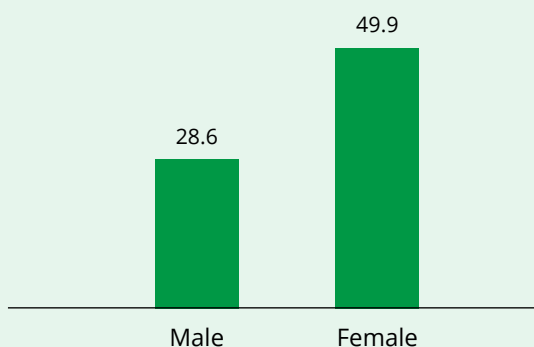
OUR PEOPLE, OUR ASSETS

We prioritise the welfare of our employees by offering a range of employee benefits such as medical insurance, healthcare and parental leave. During FY2021, 7 employees took parental leave and 6 returned to work in FY2021 after their parental leave ended.

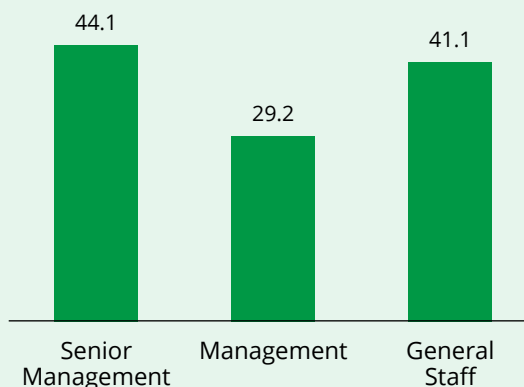
Training and Education

The hotel team recognizes that staff training and development is vital to the smooth running of daily operations and sustained business growth. External training courses and on-the-job training are provided to employees to help them to improve or pick up new skills, keep pace with industry changes and improve employee job satisfaction and morale. The downtime last year due to COVID-19 was an opportune time for training and the hotels took advantage of various government funding schemes e.g. Job ReDesign and Skills Future Enterprise Credit, to send employees for training. It was a win-win for both employees and the hotels as employees were able to upskill and diversify their skills set whilst the hotels managed to retain the headcount.

Average Training Hours By Gender (Hours)



Average Training Hours By Employee Category (Hours)



Equal Opportunity

The Group is committed to creating and maintaining an inclusive and collaborative workplace culture in which all can thrive. The Group is dedicated to maintaining workplaces that are free from discrimination, physical or verbal harassment against any individual on the basis of race, religion, colour, gender, physical or mental disability, age, place of origin, marital status and sexual orientation. During FY2021, there was no incidence of discrimination reported.

SGX FIVE PRIMARY COMPONENTS INDEX

S/N	Primary Component	Section Reference
1	Material Topics	Materiality Assessment
2	Policies, Practices and Performance	<ul style="list-style-type: none"> Chairman's Message Sustainability Targets Ethics Governance and Statement of the Board Economic Environment Social Our People, Our Assets
3	Board Statement	Governance and Statement of the Board
4	Targets	Sustainability Targets
5	Framework	Reporting Practice

GRI STANDARDS CONTENT INDEX

GRI Indicator	Description	Session / Explanation
GRI 102: General Disclosures		
102-1	Name of the organization	Annual Report 2021
102-2	Activities, brands, products, and services	Annual Report 2021, Corporate Profile
102-3	Location of headquarters	Annual Report 2021, Corporate Profile
102-4	Location of operations	Annual Report 2021
102-5	Ownership and legal form	Annual Report 2021
102-6	Markets served	Annual Report 2021
102-7	Scale of the organization	Annual Report 2021
102-8	Information on employees and other workers	Annual Report 2021
102-9	Supply chain	Annual Report 2021
102-10	Significant changes to the organization and its supply chain	The construction operating segment is not covered in this report as the relevant subsidiary has been placed under voluntary administration.
102-11	Precautionary principle or approach	Annual Report 2021
102-12	External initiatives	Annual Report 2021
102-13	Membership of associations	Annual Report 2021
102-14	Statement from senior decision-maker	Chairman's Message
102-15	Key impacts, risks, and opportunities	Chairman's Message
102-16	Values, principles, standards, and norms of behavior	Ethics
102-17	Mechanisms for advice and concerns about ethics	Ethics

GRI STANDARDS

CONTENT INDEX

102-18	Governance structure	Governance and Statement of Board
102-40	List of stakeholder groups	Stakeholder Engagement
102-41	Collective bargaining agreements	No collective bargaining agreements were in place during FY2021.
102-42	Identifying and selecting stakeholders	Stakeholder Engagement
102-43	Approach to stakeholder engagement	Stakeholder Engagement
102-44	Key topics and concerns raised	Stakeholder Engagement
102-45	Entities included in the consolidated financial statements	Annual Report 2021
102-46	Defining report content and topic boundaries	Reporting Practice
102-47	List of material topics	Materiality Assessment
102-48	Restatements of information	Please refer to Energy Consumption, Emissions and Waste Management for the restatement of GHG emissions
102-49	Changes in reporting	Materiality Assessment
102-50	Reporting period	Reporting Practice
102-51	Date of most recent report	9 October 2020
102-52	Reporting cycle	Report on annual basis
102-53	Contact point for questions regarding the report	Corporate Profile
102-54	Claims of reporting in accordance with the GRI Standards	Reporting Practice
102-55	GRI content index	GRI Standards Content Index
102-56	External assurance	This report has been reviewed by the Board. The Group has not sought external assurance for FY2021 but may consider it for future periods.
GRI 103: Management Approach		
103-1	Explanation of the material topic and its boundary	Materiality Assessment
103-2	The management approach and components	Throughout the sections in Economic, Environment and Social
103-3	Evaluation of the management approach	Throughout the sections in Economic, Environment and Social
GRI 201: Economic Performance		
201-1	Direct economic value generated and distributed	Annual Report 2021
GRI 203: Indirect Economic Impacts		
203-2	Significant indirect economic impacts	Energy Consumption, Emissions and Waste Management
GRI 205: Anti-corruption		
205-1	Operations assessed for risks related to corruption	Anti-corruption
205-2	Communication and training about anti-corruption policies and procedures	Anti-corruption
205-3	Confirmed incidents of corruption and actions taken	Anti-corruption

GRI STANDARDS

CONTENT INDEX

GRI 302: Energy		
302-1	Energy consumption within the organization	Energy Consumption, Emissions and Waste Management
302-5	Reductions in energy requirements of products and services	Energy Consumption, Emissions and Waste Management
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	Energy Consumption, Emissions and Waste Management
305-2	Energy indirect (Scope 2) GHG emissions	Energy Consumption, Emissions and Waste Management
GRI 306: Effluents and Waste		
306-2	Waste by type and disposal method	Energy Consumption, Emissions and Waste Management
GRI 307: Environmental Compliance		
307-1	Non-compliance with environmental laws and regulations	Environmental Awareness
GRI 308: Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	Contractor Environmental and Social Assessment
308-2	Negative environmental impacts in the supply chain and actions taken	Contractor Environmental and Social Assessment
GRI 401: Employment		
401-2	Benefits provided to full time employees that are not provided to temporary or part-time employees	Our People, Our Assets
401-3	Parental leave	Our People, Our Assets
GRI 403: Occupational Health and Safety		
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Occupational Health and Safety
GRI 404: Training and Education		
404-1	Average hours of training per year per employee	Our People, Our Assets
404-2	Programs for upgrading employee skills and transition assistance programs	Our People, Our Assets
GRI 405: Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	Our People, Our Assets
GRI 406: Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Our People, Our Assets
GRI 408: Child Labour		
408-1	Operations and suppliers at significant risk for incidents of child labor	Compliance with Socioeconomic Laws
GRI 409: Forced or Compulsory Labour		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Compliance with Socioeconomic Laws

GRI STANDARDS

CONTENT INDEX

GRI 412: Human Rights Assessment		
412-1	Operations that have been subject to human rights reviews or impact assessments	Compliance with Socioeconomic Laws
GRI 414: Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	Contractor Environmental and Social Assessment
414-2	Negative social impacts in the supply chain and actions taken	Contractor Environmental and Social Assessment
GRI 416: Customer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	Customer Health and Safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Health and Safety
GRI 417: Marketing and Labeling		
417-1	Requirements for product and service information and labeling	Ethical Product Marketing
417-3	Incidents of non-compliance concerning marketing communications	Ethical Product Marketing
GRI 418: Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Customer Privacy Protection
GRI 419: Socioeconomic Compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	Compliance with Socioeconomic Laws

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